

A Work Project, presented as part of the requirements for the Award of a Master Degree in Management from the NOVA – School of Business and Economics

How can companies successfully integrate immigrants to maximize overall gain from diversity?

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Abstract

How can companies successfully integrate immigrants to maximize overall gain from diversity?

Diversity has proven to be a success factor in varied cases. By cooperating across cultural gaps and different perceptions, new inputs are created and we are enabled to ramp up development. What is seen until now is that businesses could benefit from this exact idea; bringing people together and maximize their potential. Successful integration may be a key driver to achieve diversity benefits, and focusing on integration can generate value, both in terms of capital and social well-being. The goal of this work project has been to give attention to and develop ways to integrate immigrants and benefit from having a company environment of diversity.

List of keywords:

- Integration
- Workplace Diversity
- Diversity Management

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Introduction

Movement of people across borders will continue, perhaps even increase, because of the ever-changing world (OECD, 2016). Natural disasters, conflicts, poverty, inequality and environmental degradation are some of the many reasons why people are crossing international borders. Immigration plays a critical role in the socio-cultural and economic development for the countries involved, and its benefits do not occur automatically (OECD, 2016). Governments around the world receives a growing number of requests to help with the development and implementation of planned and well-managed migration policies and to assist migrants (Eliasson, 2016). It all comes down to a dignified approach to human mobility. Organizations all over the world may benefit from complying to the change, sooner rather than later (Bloisi, 2007; Eliasson, 2016; OECD, 2016).

The working life is a big part of life itself; people spend a great deal of their time at work. The working place is an arena for people to connect, build relations, obtain economic independence, and contribute to the society (Bloisi, 2007). Human Resource Management will be critical to deal with the large movements of people as they are to be integrated in the recipient country's working community and society (OECD, 2016; Traavik, 2006). There is a shortage of in-depth analyses of immigration, and particularly policies seeking to integrate the newcomers (OECD, 2016). The lack of understanding may influence the immigration process and prevent positive effects from being maximized (OECD, 2016). Therefore, the question is: How can companies successfully integrate immigrants to maximize overall gain from diversity?

The Research Question

How can companies successfully integrate immigrants to maximize overall gain from diversity?

Hypothesis

A successful integration of immigrants is important for society's future development. To maximize utility from integration through diversity in society, OECD (2016) calls for expanded responsibilities to welcome immigrants. Through time, it has been a governmental issue, but they highlight the necessity of labor and volunteering ministries and employer representatives to act towards integration of immigrants (OECD, 2016). The hypothesis before embarking on this research was that the strategies and actions implemented today are far from enough for the organizations and immigrants to reach their full potential (OECD, 2016; Traavik 2006). The belief is that all players involved can gain from integration if it is endorsed in the right way (Stene, 2009), applying tailor made actions. The intention, therefore, is to look at the business part of society and find out *how* organizations should perform integration actions, and *what* is required and expected from the organizations and the employees, so that both parties can be successful.

Disclaimer

Throughout this report, the term "immigrants" is defined as a foreign-born population in a country. However, the immigrant population in every country or region may be made up of quite different groups, depending on geographical, linguistic and policy factors (OECD, 2015). My case uses Norway as the host country. It is important to bear in mind that the destination countries or regions have different experiences and resources available to implement integration policies (OECD, 2016). Therefore, the results found in this work project are not reliable for all other contexts. Further limitations will be discussed in Data & Discussion.

Theory

It was challenging selecting specific theory for the subject, as it combines different theories from several disciplines. It touches psychology, sociology, anthropology and business to mention a few. Integration, Workplace Diversity and Diversity Management build the theory section as it provides a meaningful framework to obtain development and success for immigrants and organizations. They are all closely related. For integration to succeed, it requires a management with the ability to endorse diversity, as the ones' who are being integrated comes from various backgrounds (Lian, 2013).

Integration

In sociological theory, integration is a key concept, and refers to how different parts or elements of a social system is part of a whole (Østerberg, 1977). A social system is a relatively stable and cohesive unit meeting the outside world, such as a nation, a social group, or an organization (Østerberg, 1977). The word integration can be used both for a process in which participants are made, or make themselves, part of a whole, and about the social condition in which the participants are part of a bigger picture (Schein, 2010). The verb "to integrate" means "to make complete, to complete or to restore a former (perfect) state" (Østerberg, 1977).

Although some indicators of immigrants' integration are easier to identify, like approximation of labor market integration, it is harder to capture social integration where measures often rely on attitudes, feelings and perceptions of being "at home" (OECD, 2015). In OECD's publication "Indicators of Immigrant Integration 2015: Settling In", it is emphasized the importance of immigrants' ability and willingness to actively participate in the society to ensure social cohesion in the host country (OECD, 2015). This is vital for immigrants to function as

autonomous, productive, successful and self-realized citizens, and it facilitates the acceptance by the host-country population (OECD, 2015).

Immigrants have been raised and educated in one environment with a language that may be different from that of their host country, and some elements of their foreign origin will always remain a part of them. Although some of these affect their full integration, they will generally be less of an obstacle the longer migrants stay in the destination country (OECD, 2015). Integration is a multidimensional process, where failure on one level is likely to jeopardize progress in another (OECD, 2015). Since integration is a two-way process, mutual acceptance and trust are key conditions to social cohesion (Schein, 2010; OECD, 2015).

The EU has identified key indicators that monitor the results of integration policies in areas of living (OECD, 2015), and a summary of these are presented below:

- 1) Labor Market Outcomes: The participation of immigrants in the labor market is fundamental, since it is their main source of income and they become part of the host country's economic fabric and social standing.
- 2) Job Quality: The kind of job obtained by immigrants yields a better picture of integration, more than the mere access to employment.
- 3) Adult's Cognitive Skills and Training: Access to training helps immigrants meet the requirements of the host country's labor market and free up their skills potential.
- 4) Household Income, 5) Housing & 6) Health Status and Health Care: Income, adequate housing and health is integral for and affects the well-being and living conditions of the immigrants.
- 7) Civic Engagement & 8) Social Cohesion: Becoming actively involved and part of their new country is a key element of immigrant integration.

Organizations naturally affect the integration concerning labor market and job quality, but can or should they do more? And can the organization itself gain on welcoming a diverse work force? Following is the theory about Workplace Diversity.

Workplace Diversity

Differences between people is the source of diversity (Stene, 2009). Workplace diversity refers to the variety of people in an organization (Stene, 2009; Schein, 2010). Diversity can be differences in gender, cultural and geographical backgrounds (ethnicity), education, values, age, attitudes and so on (OECD, 2016). Diversity affect how people perceive themselves, as well as how they perceive the people they meet (Greenberg, 2004).

There are great opportunities and benefits of having diversity at the work place (Stene, 2009; OECD, 2016; Traavik, 2006). The quotation of Walter Lippmann "where all men think alike, no one thinks very much" is a reasonable summary of the absence of diversity. Immigrants can contribute positively to their host countries in terms of the skills and human capital brought with them, and create trade and new job opportunities (OECD, 2016).

Additionally, immigration can be associated with overall growth in productivity and innovations as knowledge transfers in a larger diversity of approaches (OECD, 2016). It has been documented internal positive diversity effects like improved problem-solving, increased creativity, flexibility and strengthening of business cultural values (Stene, 2009). External effects are improved reputation, more loyal customers, improved market understanding and ability for creative product development, due to the organizations stake on integration (Bloisi, 2007; Stene, 2009).

There is little doubt in the Human Resource Management literature that success and competitiveness depends upon the ability to embrace diversity (Schein, 2010; OECD, 2016), but integration and diversity policies may cause challenges as well. Firms might find it harder to communicate if, for example, they speak different languages. Insufficient knowledge of the local language has been identified as one of the major barriers for the integration of immigrants into receiving countries (OECD, 2016). Another barrier to full integration is a lack of skills recognition, and immigrants might be employed in jobs for which they are over-qualified (OECD, 2016). Additionally, a key to success will be a change in perspective from viewing the immigrants as a resource drain, to seeing them as people with untapped potential (OECD, 2016).

Research shows that diversity in most cases have positive effects on a business (Stene, 2009). How diversity can be used positively as a competitive advantage is a managerial challenge. The concept is complex, and the various dimensions should be handled separately (Stene, 2009; Traavik, 2006). It takes time and effort to sort out and get over for example the language barrier. In most cases, spending time and resources will allow for realizing the potential inherent in a diverse workforce (Stene, 2009). Therefore, the following is about managing diversity.

Diversity Management

The first step, Traavik (2006) claims, is to realize that diversity is a reality, and not a choice. The managements role is important for how diversity can be used positively in a business. Anne Lian from HR Norway (2013) states that diversity requires resources and good leadership, and has provided a list of fundamentals to succeed with diversity at the workplace. She formulated this in a 12-step plan (see Appendix 1), some of which will be represented here.

- *Set of resources and appoint administrators.* Assure that sufficient resources are earmarked, and that there is an accountable manager present. Here, it is integral that the administrators have full support from the top management.
- *What is diversity in your organization?* Whether it is seniors, disabled or immigrants, the possible barriers met should be analyzed. Facilitate specifically so that barriers being hindrance for implementation are abolished.
- *Evaluate and follow up on goals.* Evaluate efforts and highlight achievements towards all stakeholders.
- *Communication.* Communication is essential for the management of diversity to become everyday practice. Chose channels and language so it reaches all stakeholders. Communicate the priorities and the connecting individual responsibilities.
- *Anti-discrimination.* Create clear guidelines to avoid discriminatory actions in all respects (salaries, positions, promotions etcetera).
- *Education and development.* Create knowledge for employees about the necessities connected to being in a diversity workplace. Provide introductory courses for new employees and further coursing for intermediates whenever that is necessary.
- *Respect for culture and religious differences.* Keep an open dialogue with the employees about mutual respect, and find solutions and compromises everyone can live with. Let diversity be represented when decisions are made.

Additionally, what found in several other publications, is the importance of mapping skills and competencies (Bloisi, 2007; Schein, 2010; OECD, 2015; OECD, 2016). Having the right people at the right place in the organization assures that the labor pool is best explored, as well as it

creates well-being and the feeling of fulfillment for the employee. Therefore, this should also be of a strategic HR policy to the business (Bloisi, 2007; Schein, 2010).

Methodology

The work project is executed with a qualitative approach. More specifically, the process features the Gioia methodology, as the collected data is abundant from studying a specific issue, combined with a theoretical framing that is blurry and multifaceted (Gioia, et al., 2012). After reading quantities of publications about the environmental changes due to migration and integration of immigrants, the theoretical framework was set up. Thereafter, a lot of time was spent with few informants and cases (compared to what is possible with quantitative methodology). This made it possible to acquire great knowledge of peoples' ideas and experience with integration, as well as observing cases more carefully. With the research question at hand, the methodology applied was most suitable.

There have been around 40 interviewees, with different roles in the society, contributing to the results of this working project: the Mayor at Frøya Municipality (Berit Flåmo), the two leaders of the public ministry Coordination of Immigration and Residential Needs (Mattis Aune and Vida Bekken), three volunteers from what is called the "Language Café" provided by the Volunteer Centre, the participants of the Language Café, the one being responsible for the integration program (Vidar Oskarson) at SalMar ASA (SalMar), and the participants (two times 12 people) of the two-part integration program.

SalMar, where the case study was done, is a big food production company employing around 1400 people from 29 nations. SalMar participated in a meeting with Fagforbundet in Oslo, the capital of Norway, after receiving great attention for their integration practices. Fagforbundet is the largest union in LO in Norway (The Norwegian Confederation of Trade Unions), LO being the largest and most influential workers' organization in Norway. The organization has a strong position in society and has set its stamp on society's development for more than 100

years (LO, 2016). After discovering the integration philosophy and policy of SalMar, the opportunity to observe and experience it was provided by Vidar Oskarson, with the hopes of gaining a better understanding of how this policy was implemented and the effects of it.

I also visited The Council House of Frøya to widen my understanding of what the immigrants are offered from the public sector in the different phases, meaning initial period in and throughout the time in Norway. Additionally, contact with immigrants from different nations was obtained through Red Cross Refugee Guide. In total, they all provided information, experiences and views to form the overview of what is necessary in solving the goal of integrating immigrants and obtaining diversity benefits in the working environment.

During the interviews, with the interviewees approval, I recorded the conversation to allow for my complete focus, instead of writing continuously causing disturbances. In the aftermath, a summary of each interview was made, including quotes, renditions and facts provided by the informants. The summaries are shown in Appendix 2. When it comes to the sources used to provide theory, publications from business development web-pages, publications from the United Nations, the European Union and OECD, and books related to Human Resource Management have been applied.

Results

The results of the research clearly show that it is fundamental with a policy and viewpoint that support the integration of immigrants to successfully benefit from the workplace diversity. Not only should the national government take the responsibility of welcoming and settling in the newcomers; the local authorities, the private companies, the volunteer sector, etcetera, should come together to ramp up development and foster an environment which pursues and prefer diversity. A coherent coordination and cooperation between the society players is necessary to endorse the multifaceted issue of fulfilling integration. In other words, the businesses planning to integrate immigrants, should seek society partners to succeed.

The main barrier to integration and social cohesion is language, and providing the opportunity to learn the common language is a basic requirement. Furthermore, the mapping of skills and competences to ensure that the right people is at the right place, is beneficial both for the company and the immigrants. Well-being comes from having the opportunity to contribute to and engage in the society, having a fulfilling job, safe housing, and knowing where to take care of health issues and legal rights. It is reported that this makes it possible to settle down and feeling at home. All these issues, and more, are possible to solve by the companies recruiting immigrants, if right resources and efforts are earmarked to the matter.

Social cohesion, the deep integration, takes time to succeed with, and the achievement of it is hard to analyze. Additionally, it was hard to measure the actual benefits of diversity where integration was priority. Nevertheless, it was possible to gain knowledge about the necessities due to the research question. Further clarity will be provided in the Data & Discussion and Proposed Solution.

Data & Discussion

It seems to be well known, by all informants to this work project, that immigrants from different countries, cultures and history brings new and exciting knowledge, experience and competencies. In the following it will be presented what was found during the time spent on research. It will be presented in line with where the data was collected.

Interviewing Immigrants

Throughout the period collecting data to support the work project, talking to all the people and experiencing different practices, there is a couple of things that have been mentioned several times. All participants claimed that the most important driver for integration and inclusion is learning the language. It is an essential tool for being able to participate in conversations and gain better understanding of the local culture. Finally, learning the language will typically be required in order to be employed. As I asked why it is not possible just to speak English, as most Norwegians know that language well, Flåmo (Mayor at Frøya Council) clearly stated that *“if we fail to provide them the opportunity to learn the language, and they cannot speak the Norwegian language, we have failed with the integration itself”*. This shows an integration philosophy and policy being integral, as mentioned in the OECD publishing of 2016.

However, as several of the immigrants formulated it *“you must want it and work for it, to get it. You yourself have to be willing to take the time to learn the language and be integrated, and it is your own responsibility”*. This sentence has been stated at different times during our meetings. Not only for learning the language, but immigrants must also take responsibility to get a job, be integrated, and to climb the corporate ladder. These arguments stress our need to

acknowledge that a two way-cooperation and communication is required. This corresponds well with the theory stating that integration is a two-way process (OECD, 2016).

Council House

What is also receiving a lot of support from the participants, is the importance of good cooperation between the public, private and voluntary sector to offer guidance in their new society. Flåmo calls this the “triangle cooperation”, heavily focused on at the Frøya Council. Norway will typically be, for the people entering, completely different from their own country in terms of systems, structures, practices, cultures, worldviews, working morale and so on (OECD, 2016). This applies to every country, as every country has a unique history.

In Norway, there is a thorough welfare system, complicated and hence difficult to understand for the newcomers. It is important for new residents to know where they should go to get the working permission, an authorization or a job. Essential is also knowing where to find a doctor, where and how to obtain financing, a library card, and kindergarten and school for their kids. These are some of the basic aspects needed to know for immigrants to settle in the new country. These are issues currently arranged by the public, but private companies can also pitch in to speed up the process. Flåmo talked about the “24-hours-people”-viewpoint, where Frøya Council works focused towards enabling as many families as possible to settle down and be a part of the society – also called social cohesion and civic engagement (OECD, 2015).

The public sector provides a 50 hours’ introductory course about the Norwegian society and language, and have an open office for any newcomers to visit with questions or concerns. The Council keep close connection with the private sector to know where there are employment possibilities. The companies serve not only as an employer, but also as a contributor to the

society; showing corporate social responsibility (CSR). One example is companies working to provide financial support for sport arenas. They also keep track with the voluntarily sector to know which events comes up. The volunteer spirit is strong at Frøya, where the Frivillighetssentralen (Volunteer Centre) arrange a “Language Café” every week, welcomes immigrants to happenings on the island, and assist the migrants in getting by in the new culture and country.

Mapping the competencies, skills, experiences, education, and certifications of the people entering the country ensures that the labor pool is being explored, and that the employees and applicants are being fulfilled. Many of the immigrants are working in Norway with completely different occupations from what their education allowed them to in their home country. This may cause dissatisfaction and the feeling of not being appreciated for their abilities (Bekken). Having knowledge about and access to websites where one can apply for a Norwegian authorization and/or register their competencies and skills in a competencies database would be helpful in this case, to make it easier to get a job matching their qualities and for the businesses to employ the best suitable person. The triangle cooperation at Frøya has made such a system, continuously augmented and improved. Frøya strive to direct attention towards the system and how it can be used.

SalMar ASA

SalMar is a company which engages in serious efforts to make foreign workers integrated; an assignment they have seen beneficial for both the employees and the organization. According to Vidar Oskarson, their way of integration action enjoys great results and feedback, though he admits that the implementation is not perfect.

At SalMar, every new immigrant employee must go through an Entrance Course of 60 hours' course over 10 days, including 30 hours of self-training. During the course, they are taught the Norwegian language, about the policies for Health, Safety and Environment (HSE), "The SalMar Standard", company culture and working moral. The course ends with an exam to see that participants can understand and use Norwegian, specifically the factory language, both written and orally. The first course is the entrance ticket to get employed at SalMar, as all subjects taught at the course are crucial for employees to know. For SalMar, in addition to creating a common ground for their employees, the course reveal employee attitude towards learning, adaptation and openness. They clearly state to the employees that the ones' participating showing bad attitudes towards responsibility and work, will not get the chance to be recruited.

Based on the feedback from the participants, the satisfaction is high. Examples of feedback are: *"A chance to learn the language has been the most important to me while living in Norway"*, and *"Course number one was my first touch with Norwegian culture, and a way of getting to know my colleagues and the society"*.

After six months of employment, course number two, called Integration Course, starts off. Employees are welcomed to a 48-hour-course divided on 8 days to learn about the life outside of the company; about the culture, society, nature, legislation and more. They get visitors and visit important players in the society to learn where to go for different cases, as for example the Council House, Fagforeningen (Workers Union), banks, real estate agencies, hospitals, universities, kindergartens, libraries, cultural houses, and so on. As one participant shared: *"Important is the language, but not only that. We learn about the life in Norway, the social life,*

about our rights, the health system, the culture and nature, and many other things. All at one place”.

Oskarson is the one following every participant through the courses, and he stays in close touch to follow their progress. It allows the company to have a good overview and follow-up of the program. In addition, this way it becomes easier for the immigrants to share questions and concerns with the company. Having one person in charge of the integration program is a strategic choice from the top management. The courses are offered free of charge and they are mandatory to complete. The Entrance Course must be completed before being recruited, while the Introduction Course is held outside working hours to make everyone able to participate without losing working hours – neither for the employees nor the company.

The company is also concerned with exploring and exploiting their workforce in the best way. To achieve optimal matching between employee and position, SalMar perform continuous mapping of employee skill sets, knowledge and capabilities, in addition to their desired tasks. This is done via the company’s intranet. At SalMar, people from the different countries are working in different departments and service sections, as for example in the reception, as line managers, in sales department, logistics department, and in the administration. One of the course participants stated that: *“Here, you can move to different levels if you pay the effort in your role, and even become a leader if that is what you want”.*

During the last year (2015-2016), around 170 people have completed the 60 hours of the first course and the 48 hours of the second course. The results have been promising and SalMar sees more and more people staying long term, due to improved satisfaction. This corresponds to the sentences Oskarson stressed several times during our meetings, reported as being the company

value: *“People are people”*, and *“We want the people to spend their time on SalMar, and SalMar wants to spend their time on the people”*. The company has committed themselves to integration of immigrants and the diversity that comes with it, and the commitment and effort has paid off to some extent.

Clearly, there are many positive things to say about SalMar’s actions towards integration and inclusion of the immigrants in the working environment and towards social cohesion. However, it can always get better, and the research shows a lack of longer-term monitoring of the program. What happens to the participants after the courses are done? It was realized that employees often spoke their native language to colleagues with the same mother tongue. During lunch, it was common to have one “Polish table”, one “African table” and one “Norwegian table”. Which language employees use during their working hours is hard to control, and how they use their spare-time during lunch is their own business. However, this suggests that the integration is not fully complete in the sense of social cohesion. As this matter was discussed, it was suggested that all line-managers should be able to speak Norwegian fluently, and that all communication to the concerned should be held in Norwegian to strengthen the wellbeing of speaking it. Furthermore, team building activities was mentioned as options, to expedite that people get to know each other better and build relations across nationality and culture. Again, stressing the importance of a two-way “giving to get”.

Whether SalMar is reaping the best of diversity or not, is unknown up until now, but it is probable that they can go even further in the future. How has SalMar changed over the years because of their integration work; how do they assure that brainstorming involves all ideas, and that the best one is selected, and; does everyone feel as a part of the business? Due to time restrictions, it was not possible to examine this, neither was it the main motive. In the extension,

though, these sorts of question can be used, in plenary, to examine the consequences and effects of the work on and with diversity.

Moreover, it must be stated that SalMar is a big company with many employees and strong financing capabilities. It cannot be expected by smaller firms with less resources to be able to make a program as described above. However, companies, regardless of size, should be open for and willing to comply with the presented ideas in the long term. The players successfully doing so would not miss out of the possible benefits from diversity. For those responsible of implementing integration policies, it is fundamental to understand and adapt it to the individual differences and resources available (Schein, 2010).

The results of the work project are policies and practices that, according to theory and this work project, may help businesses to succeed with integration of immigrants and diversity benefits for all involved. The work project is written by one student. Even though objectivity and reliance is eminent, it is realized that having a group to spar with would provide a more thoughtful and debated result. Others could have interpreted the information shared otherwise. The subject discussed requires time to research, and even though it was sought to dig deep, the time available only allowed for touching the surface.

Regardless, new research avenues were discovered. In a future study, it would be interesting to look at how different groups of immigrants differ in how approaches should be customized to cope with these differences. It seems obvious that working immigrants and refugees, for example, has moved because of different reasons, and that they have just as different expectations and needs for getting integrated and feeling included.

Proposed Solution

The proposed solution provided below is listed in accordance with the current research results and the theory. The solutions all require great effort from all parties involved. It is indeed comprising, but necessary to be able to solve the issues current due to the movement of people across countries; integrating immigrants and obtaining diversity benefits.

1. First, it is important to emphasize that solving integration issues concerns a *two-way cooperation and communication*. One part cannot work without the other, and both parties must give of themselves what is required to make integration successful and obtain diversity benefits. This was also stated by OECD in “Perspectives on Global Development 2017: International Migration in a Shifting World” (2016).
2. Having the opportunity and motivation to learn a *common language* is crucial, as it is the key to communication and building relations, and furthermore the requirement for getting a job in the recipient country. As language is one of the main barriers to integration and diversity benefits (OECD, 2016), this should be a matter of first priority.
3. A *triangular cooperation* between the public, private and voluntary sector is strongly recommended, to map competencies and skills, build bridges for and integrate immigrants. The parties should understand and aim to achieve the benefits from having diversity present in the community, and be incentivized thereafter. This corresponds to OECDs (2016) recommendation to expand the responsibility from only belonging to the government, incentivizing the businesses to take on a proactive role.
4. For companies, able to initiate and develop an *integration program*, it is highly recommended to do so. An example of such a program can be derived from SalMar’s activities (found in Data & Discussion). At SalMar, all employees get the opportunity

to learn the language used at work. It is required that they understand and follow the policies regarding Health Safety & Environment, legislation, and other essentials for doing work at the specific organization (Entrance Course). Additionally, beneficial is being offered the opportunity to learn how to get along and settle in the society (Introductory Course). This connects to what Lian (2013) mentioned in her 12-step plan about education and development, as well as OECDs indicators of fulfilling cognitive skills and training. Furthermore, other integration indicators are obtained as it provides the opportunity for social cohesion and civic engagement to occur, and immigrants learn where to take care of housing, their rights and health (OECD, 2015).

5. There should be one or few *responsible leaders* of integration initiatives, so that it is convenient for both the company and the employees to monitor and be monitored during the processes. This can compare to Lians' (2013) point about appointing administrators.
6. *Monitoring* through all steps of the programs and practices are crucial to control and secure the development of them, as well as to track the feedback from participants (both positive and negative), and follow the results of the initiatives implemented. This should become an integral part of the company's management system. Lian (2013) clearly stated this in the "Evaluate and follow up on goals", which applies to all strategic choices in business management (Bloisi, 2007).
7. *Ask questions in plenary*. Include everyone's contributions towards finding the best solutions; where are the company now, and where does it hope to be in the future? This stimulates to inclusion and respect for everyone involved (Lian, 2013), and leads to the feeling of safety to employees.

Conclusion

Diversity has proven to be a success factor in varied cases. By cooperating across cultural gaps and different perceptions, new inputs are created and we are enabled to ramp up development. What is seen until now is that businesses could benefit from this exact idea; bringing people together and maximize their potential. Successful integration may be a key driver to achieve diversity benefits, and focusing on integration can generate value, both in terms of capital and social well-being.

The aim for this research was to find better ways for immigrants to be integrated into the working environment, so that both the organizations and the employees could strengthen with the new conditions in the labor market. During the research, it was found possible solutions to integrate immigrants into the working environment, and how diversity should be managed. The proposed solution is one of many ways to do so; further research and testing on the subject will be essential, along with customization for each organization intending to integrate immigrants.

Throughout the work project, the main feedback is that integration initiatives must be facilitated according to the organization's capabilities and goals, together with what the immigrants themselves needs to succeed in the company as well as in the society. Furthermore, the need for both parties to communicate and cooperate towards finding the best solution within the company have been underlined. Creating a company environment for diversity requires great effort and time, especially from the organizations' side. We have seen that it is possible to obtain positive diversity effects and competitive advantage when focusing on such a matter.

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